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Communication Plan

*Joint Chiefs' Strategic Dialogue Group*

**Background:** During September 2006, the Chairman of the Joint Chiefs of Staff asked the Military Service Chiefs to provide some of their best mid-level commanders and staff officers, many of whom have served in Iraq and Afghanistan, to focus on the military objectives in the Global War on Terrorism.

**Purpose:** The purpose of this group of leaders is to facilitate a fresh, strategic dialogue that will support the Joint Chiefs of Staff as they formulate their best military advice for the Secretary of Defense and the President of the United States.

**Goal:** This communication plan is designed to provide information to clarify the role of the group as RTQ only.

**Strategy:** Articulate recent efforts to evaluate and where necessary, revise our strategy in GWOT. Distinguish between the military strategy effort led by the Joint Chiefs of Staff to formulate advice and guidance relevant to the GWOT from other independent groups and efforts.

**Top Line Messages:**

- We continuously review our military mission in Iraq as Joint Chiefs and collaboratively with the commanders who have the responsibility for the activities in the region, General Casey and General Abizaid.
- The Joint Chiefs have a unique responsibility to independently review the facts and to share their views and opinions with the commanders and with senior leadership.
- The Joint Chiefs normally meet twice a week for two or more hours to discuss issues. They have focused on various aspects of the GWOT.
- In mid-September, the Chairman asked the Joint Chiefs to provide two or three of their best commanders and staff officers to form a temporary group focused full time on the US military strategy in the GWOT.
- The purpose of this group of leaders is to facilitate a fresh, strategic responsive dialogue that will support the Joint Chiefs as they formulate their best military advice to the Secretary of Defense and the President of the United States in a rapidly changing world.
  - Intent is for the group to be strategically focused and provide an independent look at what's happening throughout GWOT, with special emphasis on the current strategy in Iraq. The group has been asked to consider options and alternatives across the spectrum of national power.
  - They have been asked to provide their best answers to some tough questions, such as where are we now and where are we going? What is the desired end state? What are we trying to do? Are we going to get there this way? What's

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going right? What's going wrong? What's keeping us from success? What are the roadblocks or impediments standing in our way?

- Collectively, the group brings their experience, knowledge, and training together to offer a framework for strategic dialogue to the Joint Chiefs of Staff.
- The group has not been asked to make recommendations, but rather to offer their input and intellectual rigor to form a framework for strategic dialogue in support of the Joint Chiefs.
- Recommendations and military advice are the purview of the Chairman and the Joint Chiefs.
- Such strategy review is a continuous process. The Chairman and the Joint Chiefs will continue to meet with this group and other military leaders. The Joint Chiefs will continue to analyze where we are, where we're going, and what needs to be changed. Findings from this group are likely to be incorporated into the efforts of other groups working similar issues.

**Questions and Answers**

**Q1. How many people make up the group?**

A1. There are 16 members from across all the military Services and the Joint Staff.

**Q2. What is the group's name/title?**

A2. The group doesn't have a specific name.

**Q3. What is the group's primary purpose? Are they examining strategy or TTPs?**

A3. The purpose of this group is to facilitate a fresh, strategic dialogue that will support the Joint Chiefs of Staff as they formulate their best military advice to the Secretary of Defense and the President of the United States. We have to give ourselves a good honest scrub about what is working and what is not working, what are the impediments to progress and what should we change about the way we are doing it to make sure that we get to the objective that we set for ourselves

**Q4. Who is in charge of the group?**

A4. Two of the members serve as Facilitators. The entire group provides feedback directly to the Joint Chiefs.

**Q5. How long are they tasked to the Pentagon for this effort?**

A5. There isn't a pre-determined timeline.

**Q6. How were the members chosen?**

A6. The Services were asked to provide some of their best strategic thinkers.

**Q7. What are their ranks?**

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A7. Primarily O-6.

**Q8. What are they expected to produce?**

A8. They are not working on a specific product or report. The intent is for these captains/colonels to provide their unfettered, fresh views to assist the Chairman and the Joint Chiefs so that they can, in turn, provide their best military advice to the Secretary and the President.

**Q9. When was the group formed, how long have they been meeting, and what timeline are they working on?**

A9. The group formed in mid-September and they meet every day. They are not working on a specific timeline.

**Q10. What recommendations have they already made?**

A10. The group has not been asked to make recommendations, but rather to offer their input and intellectual rigor to form a framework for strategic dialogue in support of the Joint Chiefs. Recommendations and military advice are the purview of the Chairman and the Joint Chiefs.

**Q11. Have any of their recommendations been implemented?**

A11. See A10.

**Q12. How will their recommendations be used?**

A12. Their inputs will be used to help the Joint Chiefs and the Chairman formulate their best advice to the Secretary and the President.

**Q13. How does this group compare to or work with the Baker-Hamilton or "Iraq Study Group?"**

A13. This group was formed at the direction of the Chairman of the Joint Chiefs of Staff and is helping to provide strategic dialogue for the Chairman and the Joint Chiefs in order to formulate their best military advice. Making recommendations is something the Chairman and the other Chiefs do routinely. This effort by military officers is completely separate from the Baker-Hamilton Group.

**Q14. Was this group formed in anticipation of a change in the political environment?**

A14. No.

**Q15. What is the group's budget?**

A15. There is no budget.



# *Task / Purpose*

**TASK:** Provide strategic options that support the development of a comprehensive and integrated national strategy for the next ten years of the - Long War."

**PURPOSE:** Support the development of - Best Military Advice" by the Joint Chiefs of Staff

Develop and present a balanced ENDS / WAYS / MEANS strategic equation

DECLASSIFIED

BY 19 APR 2007

DATE Joint Staff

29 SEP 06



# Specified Tasks

- ❖ **Determine where we are now and where we are going**
  - What are we trying to do? – *identify current strategy and its end states*
  - Are we going to get there this way? – *assess trends*
  - What's keeping us from success? – *identify impediments*

- ENDS {
- ❖ **Determine desired future regional and global end states**
    - ❖ Express in multi-dimensional terms (DIME-FIL)
    - ❖ Focus on next ten years
    - ❖ Compare to currently articulated end states

- WAYS {
- ❖ **Provide integrated strategic options to achieve desired end states**
    - ❖ Express in multi-dimensional terms (DIME-FIL) for US
    - ❖ Identify potential key coalition/international contributions
    - ❖ Identify obstacles to executing strategic options
      - ❖ DoD / Interagency / Others

- MEANS {
- ❖ **Consider adequacy of means to support strategic options**
    - ❖ Identify requirements to execute strategic options
      - ❖ DoD / Interagency / Others

**Begin with CENTCOM AOR**



# *Staff Team Members*

## ❖ USA

(b)(6)  
❖ COL Pete Mansoor  
❖ COL H.R. McMaster

Chief, Army War Plans, HQDA  
Director, USA/USMC COIN Center  
CENTCOM

## ❖ USMC

❖ Col Tom Greenwood  
(b)(6)

Director, Command and Staff College  
PP&O, Joint Staff Branch  
Director, Strategic Initiatives Group

## ❖ USN

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EA VCNO  
OPNAV, EA, DCNO IPS  
COMDESRON 21

## ❖ USAF

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HQAF/A3OC, Checkmate  
HQAF/A7C, Director Programs Div  
HQAF/DPO, Colonel Matters  
HQAF/A8PM, Global Mobility  
HQAF/CX, Executive Action Group

## ❖ Joint Staff

(b)(6)

J-5, Chief, Levant Div  
OCJCS, Director CAG

# *Task / Purpose*



**TASK:** Provide strategic options that support the development of a comprehensive and integrated national strategy for the next ten years of the ~ Long War."

**PURPOSE:** Support the development of ~ Best Military Advice" by the Joint Chiefs of Staff

Develop and present a balanced ENDS / WAYS / MEANS strategic equation

~~SECRET PREDECISIONAL CLOSE HOLD~~



## *Task / Purpose*

**TASK:** Recommend an integrated national - Long War<sup>®</sup> strategy for the next five to ten years to advance toward the desired global and regional end states

**PURPOSE:** Support the development of - Best Military Advice<sup>®</sup> by the Joint Chiefs of Staff

Develop and present a balanced ENDS / WAYS / MEANS strategic equation

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# Specified Tasks

## ❖ Determine where we are now and where we are going

- ❖ What are we trying to do? *N identify current strategy and its end states*
- ❖ Are we going to get there this way? *N assess trends*
- ❖ What's keeping us from success? *N identify impediments*

ENDS

## ❖ Determine desired future regional and global end states

- ❖ Express in multi-dimensional terms (D <sub>N</sub> I <sub>N</sub> M <sub>N</sub> E)
- ❖ Focus on period five to ten years in the future
- ❖ Compare to currently articulated end states

WAYS

## ❖ Recommend strategy to achieve desired end states

- ❖ Express in multi-dimensional terms (D <sub>N</sub> I <sub>N</sub> M <sub>N</sub> E) for US
- ❖ Identify potential key coalition/international contributions
- ❖ Identify obstacles to executing recommended strategy
  - ❖ DoD / Interagency / Others

MEANS

## ❖ Consider adequacy of means to support recommended strategy

- ❖ Identify requirements to execute strategy
  - ❖ DoD / Interagency / Others



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